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Floor 21, 360 Elizabeth Street, Melbourne VIC 3000
Phone: 03 9097 3000
www.mmsg.com.au

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18 September 2026

McMillan Shakespeare Limited 2026 Notice of Annual General Meeting and Proxy Form

This release contains an announcement to the Australian Securities Exchange Limited (ASX) regarding the following:

1. Notice of Annual General Meeting; and
2. Proxy Form

Yours faithfully

McMillan Shakespeare Limited

Michelle Siekierka

General Counsel and Company Secretary

McMillan Shakespeare Limited

This document was authorised for release by the MMS Board.

Notice of Annual General Meeting 2026

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MMS

McMillan Shakespeare Limited 2026

Annual General Meeting (AGM)

Dear Shareholder

The 2026 AGM of McMillan Shakespeare Limited (the Company or MMS) is to be held on 23 October 2026 at 10:00am (Melbourne time) at the Ella Room, Level 1, 360 Elizabeth Street, Melbourne VIC 3000 and as an online meeting.

Hybrid AGM

In determining the format for the AGM, the Company decided to hold this year's meeting as a hybrid meeting which means shareholders will be able to participate in person at the above mentioned location or via an online forum to maximise access. Please find enclosed the Notice of Meeting, Explanatory Notes, question form and proxy form. This information can also be accessed online at www.mmsg.com.au. If you do not intend to attend the meeting, you are encouraged to complete and return your proxy form in the envelope provided or fax it to the number noted at the top of the form. Alternatively, instructions on how to lodge your proxy online are in the enclosed Notice of Meeting and at www.mmsg.com.au.

Items of business

At the meeting, the Managing Director and I will comment briefly on the Company's performance for the financial year ended 30 June 2026. The items of business set out in the Notice of Meeting will then be considered.

All resolutions to be put to the meeting are discussed in the Explanatory Notes attached to the Notice of Meeting. Directors' voting recommendations are set out in the Notice of Meeting and in the Explanatory Notes. Please also refer to the 2026 Annual Report which may be obtained at www.mmsg.com.au and is enclosed if you have previously requested a hard copy.

Participating in the AGM online

If you choose to participate online on the day of the meeting you must use the Computershare Meeting Platform to attend and participate in the meeting.

To participate in the meeting, you can log in by entering the following URL: https://meetnow.global/M7Q5H72 on your computer, tablet or smartphone.

Online registration will open at 9:30am on 23 October 2026, 30 minutes before the meeting starts. To make the registration process quicker, please have your SRN/HIN and registered postcode or country code ready. Proxy holders will need to contact Computershare prior to the meeting to obtain their unique email invitation link.

To participate in the meeting online follow the instructions below.

1. Click on 'Join Meeting Now'.
2. Enter your SRN/HIN. Proxy holders will need to contact Computershare on +61 3 9415 4024 one hour prior to the meeting to obtain their unique email invitation link.
3. Enter your postcode registered to your holding if you are an Australian Shareholder. If you are an overseas Shareholder select the country of your registered holding from the drop-down list.
4. Accept the Terms and Conditions and 'Click Continue'.

You can view the meeting live, ask questions verbally or via a live text facility and cast votes at the appropriate times while the meeting is in progress.

Please read the "Online Meeting User Guide" at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au for further instructions on how to participate online. We recommend that you read this guide carefully before the AGM to ensure your technology is ready (for example to ensure that your internet browser is compatible with the online portal).

Voting

There are a number of ways in which you can exercise your vote.

You can:

a. Attend the AGM in person on 23 October 2026 at 10:00am (Melbourne time) at the Ella Room, Level 1, 360 Elizabeth Street, Melbourne VIC 3000; or

b. Cast your vote online in real time during the AGM via any of the online platforms; or

c. Appoint a proxy before the AGM electronically or by submitting the proxy form provided with this Notice.

If you plan to attend the meeting in person, please bring your proxy form to facilitate your registration. Detailed instructions on the above options are set out in this Notice in the section titled 'Information for Shareholders'.

Asking questions

If you would like to submit questions for consideration by the Board before the meeting, please complete and return the enclosed Shareholder Question Form by following the instructions on that form.

Shareholders and proxy holders will also have the ability to listen to the discussion at the AGM and ask questions during the AGM in person or via the online platforms.

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McMillan Shakespeare Limited 2026

Annual General Meeting (AGM)

Electronic communications

If you haven't done so already, I encourage you to make the switch to paperless communications. It enables us to provide you with information more quickly, at lower cost and with less impact on the environment. To elect to receive electronic communications, please login to your securityholder account through the Computershare Easy Update website at: www.computershare.com.au/easyupdate/MMS. Shareholders are able to view and maintain their holdings at any time through the Computershare website. If you do not have internet access, please call 1300 850 505 and provide your information over the phone.

On behalf of the Board, thank you for your continued support as a shareholder. We look forward to welcoming you to our AGM on Friday 23 October 2026.

Yours sincerely

Helen Kurincic

Chair

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Notice of Annual General Meeting

Notice is given that the AGM of McMillan Shakespeare Limited (ABN 74 107 233 983) will be held on 23 October 2026 at 10:00am (Melbourne time) at the Ella Room, Level 1, 360 Elizabeth Street, Melbourne VIC 3000 and as an online meeting.

Shareholders can participate in the AGM via our online AGM platform at https://meetnow.global/M7Q5H72 , or by the appointment of a proxy. Proxies must be received by 10:00am (Melbourne time) on Wednesday 21 October 2026 to be valid for the AGM.

We recommend logging in to the online AGM platform at least 15 minutes prior to the scheduled start time for the meeting using the instructions below:

Accessing the online platforms

Shareholders can view and participate in the AGM via any of the following online platforms:

a. On your computer: enter the following URL in your browser – https://meetnow.global/M7Q5H72 using the latest version of Chrome, Safari, Edge or Firefox); or

b. On your smartphone or tablet: enter the following URL in your browser – https://meetnow.global/M7Q5H72 (using the latest version of Chrome, Safari, Edge or Firefox).

Registration details:

When you log into the online portal, you will be required to register as a Shareholder or proxy holder and will be able to vote your shares or the shares you represent as proxy. Please enter the following when prompted to do so by the online platforms:

- Meeting ID: https://meetnow.global/M7Q5H72
- Your username: your SRN/HIN
- Your password: is your postcode from your registered address for Australian Shareholders. Overseas Shareholders should refer to the Online Platform Guide at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au.

Instructions on how proxy holders can register are set out in the Online Platform Guide at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au.

Only those who have registered as a Shareholder or proxy holder will be able to ask written questions online during the meeting. Please refer to the Online Platform Guide at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au for instructions on how to ask a question in writing in real time during the meeting. If you require technological assistance prior to or during the AGM, please call +61 3 9415 4024.

Non-Shareholders may view the webcast by registering online at https://meetnow.global/M7Q5H72 as a guest – 'view only'. You will not be able to vote or ask questions.

Further information on how to participate online is set out in this Notice and at the "Online Meeting User Guide" at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au.

The Explanatory Notes that accompany and form part of this Notice describe in more detail the matters to be considered. Please ensure that you read the Explanatory Notes in full.

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Ordinary Business

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Please read this Notice of Meeting carefully and consider directing your proxy on how to vote on each resolution by marking the appropriate box on the proxy form.

1. Financial and other reports

To receive and consider the Financial Report, Sustainability Report, the Directors' Report and the Independent Auditor's Report for the financial year ended 30 June 2026.

There is no requirement for Shareholders to approve these reports.

2. Adoption of the Remuneration Report

To consider and, if thought fit, pass the following as a non-binding ordinary resolution:

That, for the purposes of section 250R(2) of the Corporations Act 2001 (Cth) and for all other purposes, the Company's Remuneration Report for the financial year ended 30 June 2026, as contained in the Directors' Report, be adopted.

Note: This resolution shall be determined as if it were an ordinary resolution, but under section 250R(3) of the Corporations Act, the vote is advisory only and does not bind the Directors or the Company. The Directors will consider the outcome of the vote and comments made by Shareholders on the Remuneration Report at the meeting when reviewing the Company's remuneration policies.

A voting exclusion applies to this resolution. See the Information for Shareholders section for details.

3. Election of Mr Andrew Moore as a Director

To consider and, if thought fit, pass the following as an ordinary resolution:

That Mr Andrew Moore, a Director appointed to fill a casual vacancy retiring from office in accordance with clause 19.4 of the Constitution, being eligible, is elected as a Director of the Company.

4. Re-election of Ms Kathryn Parsons as a Director

To consider and, if thought fit, pass the following as an ordinary resolution:

That Ms Kathryn Parsons, a Director retiring from office in accordance with clause 20.2 of the Constitution, being eligible, is re-elected as a Director of the Company.

5. Issue of Performance Rights to CEO and Managing Director

To consider and, if thought fit, pass the following as an ordinary resolution:

That, for the purposes of ASX Listing Rule 10.14 and all other purposes, approval be given for the issue to the CEO and Managing Director, Mr Roberto De Luca, of up to 55,079 Performance Rights under the Company's Executive Incentive Plan and for the issue of shares on exercise of those Performance Rights.

A voting exclusion applies to this resolution. See the Information for Shareholders section for details.

6. Issue of Share Rights to CEO and Managing Director

To consider and, if thought fit, pass the following as an ordinary resolution:

That, for the purposes of ASX Listing Rule 10.14 and all other purposes, approval be given for the issue to the CEO and Managing Director, Mr Roberto De Luca, of 16,219 Share Rights under the Company's Executive Incentive Plan and for the issue of shares on exercise of those Share Rights.

A voting exclusion applies to this resolution. See the Information for Shareholders section for details.

Michelle Siekierka
Company Secretary
Melbourne, 18 September 2026

Information for Shareholders

Entitlement to attend and vote

Subject to applicable voting exclusions, you are eligible to vote at the AGM if you are a Shareholder as at 7.00pm (Melbourne time) on 21 October 2026. You may vote by attending the meeting online, by proxy, or by attorney or authorised representative.

All resolutions set out in this Notice of Meeting will be conducted by poll, rather than a show of hands.

Voting by proxy

Each Shareholder has the right to appoint a proxy. A proxy need not be a Shareholder.

A proxy form and a reply-paid envelope have been enclosed for Shareholders receiving this Notice by mail. If an additional proxy form is required, the Company's share registry, Computershare Investor Services Pty Limited, will supply it on request (telephone: 1300 850 505 (within Australia) or +61 3 9415 4000 (outside Australia)).

A Shareholder who is entitled to cast two or more votes may appoint two proxies and must specify the proportion or number of votes each proxy is appointed to exercise. If no such proportion or number is specified, each proxy may exercise half of your votes. Fractions of votes will be disregarded.

Proxies given by corporate Shareholders must be executed in accordance with their constitutions or under the hand of a duly authorised officer or attorney.

To be effective, the Company must receive the completed proxy form and, if the form is signed by the Shareholder's attorney, the authority under which the proxy form is signed (or a certified copy of the authority), by no later than 10:00am (Melbourne time) on 21 October 2026:

- online by going to www.investorvote.com.au or by scanning the QR Code, found on the enclosed Proxy Form, with your mobile device. To log in, you will need your SRN/HIN and the postcode of your registered address (or, if you are an overseas shareholder, the country to which your postal address relates). Further instructions are provided on the Proxy Form;
- at its share registry, Computershare Investor Services Pty Limited, GPO Box 242, Melbourne, VIC 3001 or by facsimile on fax number 1800 783 447 (within Australia) or +61 3 9473 2555 (outside Australia).

If you wish to appoint a proxy, you are encouraged to do so online. If you wish to appoint a proxy by mail, please be aware of current postal timeframes, including the possibility of delays.

Any revocations of proxies must be received at one of these places before commencement of the meeting.

For more information concerning the appointment of proxies, please refer to the reverse side of the enclosed proxy form.

Voting online during the AGM

Shareholders that attend the meeting via any of the online platforms will be able to view the meeting, vote and ask questions in real-time.

Shareholders will be able to vote between the commencement of the meeting and the closure of voting as announced by the Chair during the meeting. Further instructions on how to log on and use the online platform are available at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au.

Custodian voting

For Intermediary Online subscribers only (custodians), please visit www.intermediaryonline.com to submit your voting intentions.

Corporate representatives

A corporation which is a Shareholder may appoint an individual to act as its representative and to vote online at the meeting. The appointment must comply with the requirements of section 250D of the Corporations Act. If you are a corporate representative, you will need to provide evidence of your appointment as a corporate representative with the Company's share registry prior to the AGM or have previously provided the Company with evidence of your appointment.

Voting intentions

Subject to any voting restrictions and exclusions, the Chair intends to vote in favour of all resolutions on the agenda including Items 2, 5 and 6 notwithstanding that these Items are connected with the remuneration of Key Management Personnel (KMP).

In respect of undirected proxies, subject to any voting restrictions and exclusions, the Chair intends to vote in favour of all resolutions on the agenda.

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In relation to Items 2, 5 and 6 if you have not marked the 'For', 'Against' or 'Abstain' boxes, you will be deemed to have expressly authorised the Chair of the Meeting to vote **in favour** of those Items, even though they are connected with the remuneration of one or more of the Company's KMP. If you do not wish to give the Chair of the Meeting such express authorisation, you should ensure that a box is clearly marked

Voting Exclusion Statement

Item 2 - Adoption of the Remuneration Report

The Company will disregard any votes cast on the resolution in Item 2:

- by or on behalf of a member of the KMP, whose remuneration is included in the Remuneration Report (and their Closely Related Parties) in any capacity; or
- as proxy by a member of the KMP (and their Closely Related Parties).

unless the vote is cast as a proxy for a person entitled to vote on the resolution in Item 2:

- in accordance with the directions as to how to vote provided by that person on the proxy form; or
- by the Chair, in accordance with an express authorisation to vote undirected proxies as the Chair sees fit, even though Item 2 is connected with the remuneration of the Company's KMP.

Item 5 – Issue of Performance Rights to CEO and Managing Director

The Company will disregard any votes cast:

a. in favour of Item 5 by or on behalf of the CEO and Managing Director and any of his Associates, in any capacity; and

b. on Item 5 as a proxy by a person who is a member of the Company's KMP or their Closely Related Parties

However, this does not apply to a vote cast by:

- a person as proxy or attorney for a person entitled to vote on the Item, in accordance with the directions given to the proxy or attorney to vote on the Item in that way;
- the Chair of the meeting, as proxy for a person who is entitled to vote on the Item, if the Chair has received express authority from that person to vote undirected proxies as the Chair sees fit even through the Item is connected with the remuneration of the KMP; or
- a holder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary provided the following conditions are met:
  - the beneficiary provides written confirmation to the holder that the beneficiary is not excluded from voting, and is not an Associate of a person excluded from voting, on the Item; and
  - the holder votes on the Item in accordance with directions given by the beneficiary to the holder to vote in that way.

Item 6 – Issue of Share Rights to CEO and Managing Director

The Company will disregard any votes cast:

a. in favour of Item 6 by or on behalf of the CEO and Managing Director and any of his Associates, in any capacity; and

b. on Item 6 as a proxy by a person who is a member of the Company's KMP or their Closely Related Parties.

However, this does not apply to a vote cast by:

- a person as proxy or attorney for a person entitled to vote on the Item, in accordance with the directions given to the proxy or attorney to vote on the Item in that way;
- the Chair of the meeting, as proxy for a person who is entitled to vote on the Item, if the Chair has received express authority from that person to vote undirected proxies as the Chair sees fit even through the Item is connected with the remuneration of the KMP; or
- a holder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary provided the following conditions are met:
  - the beneficiary provides written confirmation to the holder that the beneficiary is not excluded from voting, and is not an Associate of a person excluded from voting, on the Item; and
  - the holder votes on the Item in accordance with directions given by the beneficiary to the holder to vote in that way.

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Information for Shareholders

Definitions

Words that are defined in the Glossary have the same meaning when used in this Notice unless the context requires, or the definitions in the Glossary provide, otherwise.

Proxies

Generally:

- if proxy holders vote, they must cast all directed proxies as directed; and
- any directed proxies which are not voted will automatically default to the Chair of the Meeting, who must vote the proxies as directed.

Proxy vote if appointment specifies way to vote

An appointment of a proxy may specify the way the proxy is to vote on a resolution and, if it does:

- if the proxy is the Chair of the meeting at which the resolution is voted on, the proxy must vote on a poll, and must vote that way (i.e. as directed); and
- if the proxy is not the Chair of the Meeting, the proxy need not vote on the poll, but if the proxy does so, the proxy must vote that way (i.e. as directed).

Transfer of non-chair proxy to Chair in certain circumstances

If:

- an appointment of a proxy specifies the way the proxy is to vote on a resolution at a meeting of the Company's members;
- the appointed proxy is not the Chair of the meeting;
- at the Meeting, a poll is duly demanded on the resolution or is otherwise required by the Corporations Act; ; and
- either of the following applies:
  - the proxy is not recorded as attending the meeting; or
  - the proxy attends the meeting but does not vote on the resolution,

the Chair of the meeting is taken, before voting on the resolution closes, to have been appointed as the proxy for the purposes of voting on the resolution at that meeting.

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Explanatory Notes on the Items of Business
This information forms part of the Notice of Meeting.

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AGM Considerations and Shareholder Questions

A discussion will be held on all items to be considered at the AGM.

All Shareholders and proxy holders will have a reasonable opportunity to ask questions in writing and orally during the AGM in person or via the online platform. More detailed information on how to ask questions during the meeting is provided in the Online Platform Guide available at www.computershare.com.au/virtualmeetingguide and on our website at www.mmsg.com.au.

To ensure that as many Shareholders as possible have the opportunity to participate, Shareholders are requested to observe the following:

- all Shareholder questions should be written clearly and should be relevant to the business of the AGM, including matters arising from the Financial Report, Sustainability Report, Directors' Report (including the Remuneration Report) and Independent Auditor's Reports, and general questions about the performance, business or management of the Company;
- if a Shareholder has more than one question on an item, all questions should be asked at the one time; and
- Shareholders should not ask questions at the AGM regarding personal matters or those that are commercial in confidence.

Shareholders are encouraged to submit questions to the Company or its auditor (via the Company) in advance of the AGM by completing a Shareholder Question Form. Please follow the instructions on the Shareholder Question Form for information on how the Shareholder Question Form can be submitted to the Company. To allow time to collate questions and prepare answers, submitted written questions need to be received by no later than 5.00pm (Melbourne time) on Friday, 16 October 2026.

The Chair will endeavour to address as many of the more frequently raised questions as possible during the meeting. Please note that individual responses will not be sent to Shareholders.

Item 1: Financial and other reports

Under section 317 of the Corporations Act, the Financial Report, Sustainability Report, Directors' Report and Independent Auditor's Reports of the Company in respect of the 2026 financial year will be laid before the meeting.

There is no requirement for a formal resolution on this item of business. Shareholders will, however, be given the opportunity to raise questions or comments on the reports at the meeting.

The reports are available on the Company's website www.mmsg.com.au.

Item 2: Adoption of Remuneration Report

Under section 250R(2) of the Corporations Act, a resolution must be put to the Shareholders that the Remuneration Report be adopted. The vote on this resolution is advisory only and does not bind the Directors or the Company. The Board will, however, take the outcome of the vote into consideration when reviewing the remuneration practices and policies of the Company.

The Remuneration Report is set out in the Company's 2026 Annual Report and:

- explains the Board's policies in relation to the nature and level of remuneration paid to KMP;
- discusses the link between the Board's remuneration policies and the Company's performance;
- provides a summary of performance conditions applicable to KMP, explaining why they were chosen and how performance is measured against them;
- sets out remuneration details for each KMP; and
- makes clear that the basis of remunerating non-executive Directors is distinct from the basis for remunerating Executive KMP, including the CEO and Managing Director.

A reasonable opportunity will be provided to Shareholders to ask questions in writing and orally on the Remuneration Report at the meeting.

If at least 25% of the votes cast on the resolution to adopt the Remuneration Report are against adoption of the report at the Meeting (subject to this Notice of Meeting), then:

- if comments are made on the report at the AGM, the Company's Remuneration Report for FY27 will be required to include an explanation of the Board's proposed action in response or, if no action is proposed, the Board's reasons for this; and
- if, at the Company's 2027 AGM, at least 25% of the votes cast on the resolution for adoption of the Remuneration Report for the relevant financial year are against its adoption, the Company will be required to put to Shareholders a resolution proposing that a general meeting (Spill Meeting) be called to consider the election of Directors of the Company (Spill Resolution). The Spill Meeting must be held within 90 days of the date of the 2027 AGM. For any Spill Resolution to be passed, more than 50% of the votes cast on the resolution must be in favour of it. If a Spill Resolution is passed, all the

Explanatory Notes on the Items of Business
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Directors (other than any Managing Director) will cease to hold office immediately before the end of the Spill Meeting unless re-elected at that meeting.

Noting that each Director has a personal interest in their remuneration from the Company, as described in the Remuneration Report, the Board unanimously recommends that the Shareholders vote in favour of adopting the Remuneration Report.

Item 3: Election of Director retiring under the Constitution of the Company

Mr Andrew Moore was appointed as a Director on 7 September 2026 to fill a casual vacancy and is retiring under clause 19.4 of the Constitution at this meeting and, in accordance with the Constitution, is offering himself for election.

Andrew Moore

BEc/BSc, MBA, CA, F FIN, GAICD

Mr Moore is currently a Non-Executive Director of RACQ Limited, Helia Group Limited (ASX:HLI) and Spaceship Capital Limited.

Mr Moore is an experienced financial services executive with domestic and global experience across finance, banking, wealth management and financial technology.

In his executive career, Mr Moore was most recently CEO of Spaceship Financial Services, leading this investment and superannuation business from a fintech start-up through rapid growth into a technology led consumer platform acquired by a global investment company.

Prior to this, Mr Moore's executive career involved various senior executive roles at Westpac, St.George Bank and GE Capital. Key roles included: GM Customer Experience and Contact Centres at Westpac; leading Westpac's integration of Lloyds Bank's Australian businesses (including Auto Finance and Equipment Finance) and leading Westpac's Service Revolution & Transformation Program to accelerate digital banking capabilities); GM Retail Banking at St.George; and Managing Director of GE Capital's home lending business in Australia and New Zealand.

Earlier in his career, Mr Moore worked in GE Capital's in-house M&A team in London, and in investment banking and corporate advisory roles at Bankers Trust and Coopers & Lybrand.

Mr Moore holds a Bachelor of Economics/Bachelor of Science and an MBA. He is a member of Chartered Accountants Australia and New Zealand, a fellow of FINSIA, and a graduate of the Australian Institute of Company Directors.

Mr Moore is considered an independent director under the Company's definition of independence.

Mr Moore is a member of the Audit, Risk and Compliance Committee.

The Directors (excluding Mr Moore) unanimously recommend that the Shareholders vote in favour of this resolution.

Item 4: Re-election of Director retiring by rotation under the Constitution of the Company

Clause 20.2 of the Constitution requires one third of the Directors to retire from office at each AGM. The Directors that have been in office the longest since their last election must retire and are eligible for re-election to the Board at the meeting. Ms Kathryn Parsons is retiring by rotation at this meeting and, in accordance with the Constitution, is offering herself for re-election.

Kathryn Parsons

B Comm, CA

Ms Parsons is currently a Non-Executive Director of Nick Scali Limited (ASX:NCK) and Shape Australia Corporation Limited (ASX:SHA). Ms Parsons has extensive accounting, finance, governance and risk management expertise. Formerly an audit partner at Ernst & Young, she worked in the firm's US, UK and Australian practices. In addition to her audit client responsibilities, she was part of the firm's Oceania Assurance Leadership team as the Professional Practice Director with responsibility for assurance quality and risk management in the region.

Ms Parsons has served as a Non-Executive Director of the Company since 22 May 2020. Ms Parsons is considered an independent director under the Company's definition of independence.

Ms Parsons is Chair of the Audit, Risk and Compliance Committee and a member of the People, Culture and Remuneration Committee.

The Directors (excluding Ms Parsons) unanimously recommend that the Shareholders vote in favour of this resolution.

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Explanatory Notes on the Items of Business
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Items 5 and 6: Issue of Performance Rights and Share Rights to CEO and Managing Director

Background

The Board has determined that the remuneration framework should remain unchanged from the prior year.

The FY27 remuneration framework is summarised as follows:

- Fixed annual remuneration (base salary plus superannuation plus allowances);
- Short term incentive plan (STIP) opportunity – part paid in cash following a one year performance period and part delivered in Share Rights following a one year service based deferral. An annual balanced scorecard will apply to both components and be comprised of financial and non-financial defined targets for FY27; and
- Long term incentive plan (LTIP) opportunity – an annual grant of performance rights with a single three year performance window set at the beginning of year one and measured at the end of year three. (These targets will relate to earnings per share (EPS) and return on capital employed (ROCE), as outlined below).

The Board (excluding the Managing Director) has determined for FY27 that the CEO and Managing Director's fixed remuneration be increased to $890,000 inclusive of superannuation, his maximum STIP opportunity remain at 100%, and that his maximum LTIP opportunity be increased to 120% (100% in FY26).

Under the terms and conditions of employment with the Company, Mr De Luca's remuneration will be paid partly in Rights and partly in cash with the Rights component subject to shareholder approval.

The proposed issue of Performance Rights and Share Rights is pursuant to the McMillan Shakespeare Limited Executive Incentive Plan Rules, as amended and approved by shareholders in 2024 (Incentive Plan).

If Items 5 and 6 are approved by Shareholders, the Board intends to issue the Performance Rights and Share Rights to Mr De Luca as soon as reasonably practicable following the AGM and in any event, not later than three years from the date of the meeting. A summary of the key terms of the Incentive Plan is set out in Annexure A, and a copy of the rules of the Incentive Plan is available upon request from the Company.

LTIP – Issue of Performance Rights

Subject to shareholder approval of Item 5, it is proposed to issue 55,079 Performance Rights to Mr De Luca.

The total value of the FY27 LTIP Performance Rights to be awarded to Mr De Luca in FY27 of $1,068,000 represents a face value of 120% of his fixed salary. The face value of $1,068,000 is divided by the five-day volume weighted average MMS share price (VWAP) up to 30 June 2026 of $19.39 to determine the number of LTIP Performance Rights (subject to rounding).

Vesting Conditions for Performance Rights

The Performance Rights offer to be made to Mr De Luca under the LTIP in FY27 will be subject to certain vesting conditions in addition to a condition of on-going employment. They will be offered for nil consideration that vest after three years on the terms as set out in the LTIP Financial Metric table below.

LTIP Financial Metric

Metric	Percentage of Total under the Tranche *(Number of Rights)*	0% Vesting	50% - 100% Vesting
3 Year earnings per share (EPS) compound annual growth rate (CAGR)	65% *(35,801)*	<5.0 %	Between 5.0% and 9.0%
3 Year Average return on capital employed (ROCE)	35% *(19,278)*	<55 %	Between 55% and 65%

Similarly to FY26, the weighting on EPS CAGR is 65% and the weighting on average ROCE is 35%, to align with the Company's focus on earnings growth and capital optimisation.

Conversion of Performance Rights is subject to Mr De Luca's continued employment with the Company as at the date of lodgement of the Company's FY29 financial statements with the ASX.

STIP – Issue of Share Rights

Subject to shareholder approval of Item 6, it is proposed to issue 16,219 Share Rights to Mr De Luca.

The number of Share Rights offered reflects the deferred component of the FY26 STIP outcome determined against an annual balanced scorecard comprising financial and non-financial measures.

Explanatory Notes on the Items of Business
This information forms part of the Notice of Meeting.

The face value of $314,500 is divided by the five-day VWAP up to 30 June 2026 of $19.39 to determine the number of STIP Share Rights (subject to rounding). As a result, the Company proposes to issue 16,219 Share Rights to Mr De Luca as incentive-based remuneration on the terms set out below.

Vesting Conditions for Share Rights

The Share Rights offer to Mr De Luca will be subject to a condition of on-going employment. They will be offered for nil consideration and vest following a one year service based deferral.

Approval of acquisition of Rights under ASX Listing Rule 10.14

ASX Listing Rule 10.14 provides that a listed company must not permit any of the following persons to acquire securities under an employee incentive scheme unless it obtains the approval of its shareholders:

a. a director of the Company;

b. an associate of a director of the Company; or

c. a person whose relationship with the Company or a person referred to in ASX Listing Rule 10.14.1 or 10.14.2 is such that, in ASX's opinion, the acquisition should be approved by its shareholders.

As Mr De Luca is a Director, the approval of Shareholders is required for him to participate in the Incentive Plan. In particular, ASX Listing Rule 10.14.1 requires Shareholder approval for Mr De Luca to participate in an employee share plan under which he acquires, or may acquire, equity securities in the Company. Mr De Luca is the only director eligible to participate in the Incentive Plan.

Accordingly, the Company seeks the approval of Shareholders in respect of the proposed issue of the Performance Rights and Share Rights (and the issue of new shares or acquisition of shares on market on vesting of the Performance Rights and Share Rights) to Mr De Luca on the terms and conditions set out below.

Other Information required under LR 10.15

The Company will not apply to the ASX for official quotation of the Performance Rights and Share Rights granted under the Incentive Plan.

- Mr De Luca, CEO and Managing Director was previously issued 228,915 Performance Rights and 50,088 Share Rights following Shareholder approval.
- Shares issued pursuant to the vesting of Performance Rights or Share Rights (each a 'Right') will rank equally with Shares then on issue. The Board has the discretion to settle the Rights by way of Shares or a cash equivalent payment.
- The Company has the flexibility to issue new shares or to purchase shares on-market for allocation to Mr De Luca on vesting of Performance Rights and Share Rights.
- There is no proposed loan scheme in relation to the Performance Rights and Share Rights or the Incentive Plan.
- Any dealing in Shares is subject to the constraints of Australian insider trading laws and the Company's Securities Trading Policy. Participants are specifically prohibited from hedging their Company share price exposure in respect of their Performance Rights and Share Rights during the vesting period.
- There is no exercise price payable by the CEO and Managing Director to exercise the Performance Rights and Share Rights once they have vested and the expiry date will be 5 years from the date of issue.
- Details of the Performance Rights and Share Rights granted to Mr De Luca will be provided in the Company's Remuneration Reports for FY27, FY28 and FY29.
- Mr De Luca's total cost to the Company of remuneration for FY26 was $1,900,640 comprising (cash salary, annual leave, other benefits, superannuation, long service leave and Performance Rights and Share Rights). Further details on Mr De Luca's total annual remuneration package for FY26 are set out in the Company's FY26 Remuneration Report. Mr De Luca's total remuneration package for FY27 will be $2,848,000 comprised of fixed remuneration, STIP and LTIP.
- Details of any securities issued to Mr De Luca under the Incentive Plan will be published in the Company's Annual Report, along with a statement that approval for the issue was obtained under ASX Listing Rule 10.14. No additional persons covered by ASX Listing Rule 10.14 will participate in the Incentive Plan without Shareholder approval being first obtained.

The Board believes that it is in Shareholders' best interests to provide the CEO and Managing Director with an incentive to ensure there is significant alignment between returns for Shareholders and the rewards for the CEO and Managing Director by linking an appropriate part of his remuneration to the generation of long term returns for Shareholders. If Shareholders do not approve the proposed grant of Performance Rights and Share Rights to Mr De Luca, the Board will instead seek to negotiate alternative incentives to the value of the proposed grant with Mr De Luca. Any alternate long-term incentives granted will be subject to performance hurdles.

Directors' Recommendation

The Directors (excluding Mr De Luca) recommend that Shareholders vote in favour of Items 5 and 6.

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Glossary

In this Notice and the Explanatory Notes:

Adjusted EBIT means EBIT adjusted to exclude one-off payments in relation to transaction costs incurred in acquisitions and the amortisation of acquisition intangibles;

AGM means the annual general meeting of the Company to be held on 23 October 2026 at 10:00am at the Ella Room, Level 1, 360 Elizabeth Street, Melbourne VIC 3000 and as an online meeting at https://meetnow.global/M7Q5H72;

Associate has the meaning given to it by the ASX Listing Rules;

ASX means ASX Limited ACN 008 624 691 or, as the context requires, the financial market operated by it;

ASX Listing Rules means the listing rules of the ASX;

Board means the board of Directors of the Company;

CAGR means compound annual growth rate;

Chair means Ms Helen Kurincic;

Closely Related Party means, in relation to a member of a KMP, any of the following:

- a spouse, child or dependant of the member;
- a child or dependant of the member's spouse;
- anyone else who is one of the member's family and may be expected to influence, or be influenced by, the member in the member's dealings with the Company;
- a company the member controls; or
- a person prescribed by the *Corporations Regulations 2001* (Cth) (as at the date of this notice, no additional persons have been prescribed by the regulations);

Company means McMillan Shakespeare Limited ACN 107 233 983;

Constitution means the constitution of the Company;

Corporations Act means the *Corporations Act 2001* (Cth);

Directors mean the directors of the Company and **Director** means any of them;

EBIT means earnings before interest and tax;

EPS means Underlying NPAT (earnings) per share;

Executive KMP means KMP excluding Non-Executive Directors;

FY26 means the financial year ending 30 June 2026;

FY27 means the financial year ending 30 June 2027;

FY28 means the financial year ending 30 June 2028;

FY29 means the financial year ending 30 June 2029;

Glossary means this glossary;

Incentive Plan means the McMillan Shakespeare Limited Executive Incentive Plan;

Item means an item of business for the AGM, as set out in the Notice of Meeting;

KMP means those persons having authority and responsibility for planning, directing and controlling the activities of the Company, whether directly or indirectly. Members of key management personnel include its Directors and certain senior executives;

LTIP means a long-term incentive used in an employee's remuneration structure;

Notice of Meeting or **Notice** means this notice of meeting and the explanatory notes;

Performance Right means a right that may convert into a Share subject to the achievement of certain vesting conditions;

Resolution means a proposed resolution to be put to a vote of Shareholders at the meeting, as set out in the Notice of Meeting;

Right means a Performance Right and/or Share Right;

ROCE means return on capital employed calculated using Adjusted EBIT as the profit measure;

Share means a fully paid ordinary share in the Company;

Share Right means a right that may convert into a Share subject to the achievement of certain vesting conditions;

Shareholder means a holder of at least one Share;

STIP means a short-term Incentive used in an employee's remuneration structure; and

Underlying NPAT means statutory net profit after tax adjusted to exclude one-off payments in relation to transaction costs incurred in acquisitions and amortisation of acquisition intangibles.

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Annexure A – Summary of the Key Terms of the Incentive Plan

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General

The Plan is intended to retain and motivate the Company's management team and provide strong alignment with Shareholder outcomes. Under the Plan, the Board has the discretion to offer Shares or grant Options, Performance Rights, Share Rights or Indeterminate Rights (Rights) to Eligible Employees (which includes executive Directors) of the Company or a related body corporate. An offer of shares may be accompanied by an offer of a loan (acquisition loan) from the Company or a related body corporate to acquire the shares. Note, there is no current proposal to offer loans under the Plan. Both Options and Rights give a participant in the Plan a right to acquire shares in the Company subject to the achievement of both time based and performance based vesting conditions, with Options requiring the payment of an exercise price to acquire the shares and a Right not requiring the payment of an exercise price. The Board has the discretion to amend the rules of the Plan (including respectively in respect of previous awards of shares, options, performance rights, share rights or indeterminate rights) but not so as to reduce the rights of participants, except where necessary to correct obvious errors or mistakes or to comply with legal requirements or where agreed by the participant. Awards under the Plan are made at the Board's discretion.

Eligibility

The rules allow for offers under the Plan to be made to any employee of the Company or a related body corporate, including executive directors, or such other person as the Board determines. However, it has been the case and it is currently intended to continue to be the case that participation in the Plan will only be offered to the Company's eligible employees including the Managing Director.

Issue of shares and grant of Options or Rights

Shares, Options, and Rights may be issued under the Plan subject to vesting conditions, including time and performance based hurdles. The Board determines the details of the vesting conditions attaching to Shares, Options and Rights under the Plan prior to offers of participation being made. Shares, Options or Rights will only vest (under normal circumstances) upon satisfaction of the time and performance-based vesting conditions. If those conditions are not met, Shares will be bought back or the Options or Rights will generally expire and not be capable of exercise.

Delivery of shares

Shares in the Company will be delivered to participants upon exercise of vested options or the vesting of rights. The Company may deliver Shares by new issue or by purchasing Shares for transfer to participants. No exercise price is payable on the vesting of Rights.

Claw-Back Events

The Plan provides for the Claw-Back of Shares, Options or Rights offered under the plan in certain circumstances, including on the forfeiture of the Shares, Options or Rights.

Change of control

- If any transaction or event is proposed that, in the opinion of the Board, is likely to result in one or more persons becoming entitled to exercise control over the Company then, prior to the vesting and exercise (as applicable) of an award made under these Rules, or an award made under these Rules ceasing to be subject to any Disposal Restriction, the Board may determine in its absolute discretion, whether some or all of the awards:
  - vest (whether subject to further Vesting Conditions or not, and whether subject to any Disposal Restrictions or not);
  - lapse or are forfeited;
  - remain on foot subject to the applicable Vesting Conditions and / or Disposal Restrictions;
  - remain on foot subject to substitute or varied Vesting Conditions and / or Disposal Restrictions; or
  - may only be exercised within a specific period, where the transaction or event occurs during the period that a vested award may be exercised, having regard to any matter the Board considers relevant, including, without limitation, the circumstances of the transaction or event, the extent to which the applicable Vesting Conditions have been satisfied and/or the proportion of the performance or service period and/or Disposal Restriction period that has passed at that time.
- Where the Board does not exercise its discretion and a Change of Control event occurs then, unless the Board determines otherwise:
  - any unvested award will vest on a pro-rata basis to time, based on the proportion of the performance or service period that has passed at the time of the Change of Control event;
  - an award which is subject to any Disposal Restriction at the time of the Change of Control event, will no longer be subject to the Disposal Restriction; and
  - where the Change of Control event occurs during the period an award is exercisable, the award may only be exercised during the period specified by the Board, which can be a period that is shorter or ends earlier than the expiry date.

Annexure A – Summary of the Key Terms of the Incentive Plan

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Expiry of Options and Rights and leaver treatment

Unless otherwise determined by the Board in its discretion, Options which have not been exercised and Rights which have not vested will expire and cease to exist on the expiry date specified at the date of grant, or upon the Board making a determination that the Options or Rights are to be forfeited.

If a Participant ceases to be employed by the Company or any of its subsidiaries, the treatment of its Options and Rights will depend on the circumstances of the Participant's departure as follows:

- If a Participant becomes a Good Leaver, unless the Board determines otherwise in its absolute discretion, the Participant:
  - may retain their Vested Options and Vested Rights; and
  - may retain the Relevant Proportion of their Unvested Options and Unvested Rights (rounded up to the nearest whole Option and Right), and there will be no change to the terms and conditions applying to those retained Unvested Options and Unvested Rights unless the Board determines otherwise in its absolute discretion; and
  - must forfeit the Remaining Proportion of their Unvested Options and Unvested Rights.
- If a Participant becomes a Bad Leaver, unless the Board determines otherwise in its absolute discretion, the Participant:
  - may retain their Vested Options and Vested Rights, provided that those Options and Rights must be exercised on or prior to the earlier of:
    - 5pm (Melbourne time) on the date that is 1 calendar month following the date that the Participant becomes a Bad Leaver; and
    - the expiry date set out in the terms and conditions specified at the Time of Grant; and
  - must forfeit all of their Unvested Options and Unvested Rights.

In all cases, the treatment of Securities granted under the Plan where a Participant becomes a Leaver is subject to Applicable Law, including in relation to the provision of termination benefits under Part 2D.2 Division 2 of the Corporations Act. The Board is not bound to exercise any discretion in connection with a Security granted under the Plan or provide any associated benefit in connection with a Participant becoming a Leaver to the extent that the amount of the benefit (together with all other relevant termination benefits) exceeds the amount that is permitted to be paid or given under the Corporations Act without member approval, if such relevant approval has not been obtained.

Restrictions on shares and forfeiture conditions

Shares, Options and Rights, and shares delivered on exercise, may be subject to claw-back or forfeiture (subject to lifting at the discretion of the Board) if a participant commits any act of fraud, defalcation or gross misconduct in relation to the Company or a related body corporate. In addition, the Board can decide, on the offer of Shares or the grant of Options or Rights under the Plan the circumstances under which the Shares, Options or Rights are to be forfeited in additional circumstances, such as the termination or cessation of employment. Shares delivered on exercise of Options or Rights may be subject to disposal restrictions in the form of a holding lock (subject to removal at the discretion of the Board).

Hedging economic exposure prohibited

Without limiting the prohibitions in Part 2D.7 of the Corporations Act (ban on hedging remuneration of key management personnel), the terms of the Plan prohibit entering into transactions or arrangements which limit the economic risk of participating in unvested entitlements under the Plan.

Use of Share Plan Trust

The Board may, in its discretion, use an employee share trust for the purposes of holding Shares (whether on an allocated or unallocated basis) and/or fulfilling awards made by the Company under the Plan on such terms and conditions as are determined by the Board from time to time. For the avoidance of doubt, the Company may do all things the Board considers necessary for the establishment, administration, operation and funding of an employee share trust.

McMillan Shakespeare Limited
ABN 74 107 233 983
AFSL No. 299054

Head office
Level 21, 360 Elizabeth Street
Melbourne Victoria 3000
Telephone: +61 (0) 3 9097 3000
mmsg.com.au

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MMS

McMillan Shakespeare Limited
ABN 74 107 233 983

Need assistance?

Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)

Online:
www.investorcentre.com/contact

MMS
MR SAM SAMPLE
FLAT 123
123 SAMPLE STREET
THE SAMPLE HILL
SAMPLE ESTATE
SAMPLEVILLE VIC 3030

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McMillan Shakespeare Limited Annual General Meeting

The McMillan Shakespeare Limited Annual General Meeting will be held on Friday, 23 October 2026 at 10:00am (AEDT). You are encouraged to participate in the meeting using the following options:

MAKE YOUR VOTE COUNT

To lodge a proxy, access the Notice of Meeting and other meeting documentation visit www.investorvote.com.au and use the below information:

Control Number: 999999

SRN/HIN: I9999999999

PIN: 99999

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

For your proxy appointment to be effective it must be received by 10:00am (AEDT) on Wednesday, 21 October 2026.

ATTENDING THE MEETING VIRTUALLY

To watch the webcast, ask questions and vote on the day of the meeting, please visit: https://meetnow.global/M7Q5H72

For instructions refer to the online user guide www.computershare.com.au/virtualmeetingguide

ATTENDING THE MEETING IN PERSON

The meeting will be held at:
the Ella Room, Level 1, 360 Elizabeth Street, Melbourne, VIC 3000

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

McMillan Shakespeare Limited
ABN 74 107 233 983

Need assistance?

Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)

Online:
www.investorcentre.com/contact

YOUR VOTE IS IMPORTANT

For your proxy appointment to be effective it must be received by **10:00am (AEDT) on Wednesday, 21 October 2026.**

Proxy Form

How to Vote on Items of Business

All your securities will be voted in accordance with your directions.

APPOINTMENT OF PROXY

Voting 100% of your holding: Direct your proxy how to vote by marking one of the boxes opposite each item of business. If you do not mark a box your proxy may vote or abstain as they choose (to the extent permitted by law). If you mark more than one box on an item your vote will be invalid on that item.

Voting a portion of your holding: Indicate a portion of your voting rights by inserting the percentage or number of securities you wish to vote in the For, Against or Abstain box or boxes. The sum of the votes cast must not exceed your voting entitlement or 100%.

Appointing a second proxy: You are entitled to appoint up to two proxies to attend the meeting and vote on a poll. If you appoint two proxies you must specify the percentage of votes or number of securities for each proxy, otherwise each proxy may exercise half of the votes. When appointing a second proxy write both names and the percentage of votes or number of securities for each in Step 1 overleaf.

A proxy need not be a securityholder of the Company.

SIGNING INSTRUCTIONS FOR POSTAL FORMS

Individual: Where the holding is in one name, the securityholder must sign.

Joint Holding: Where the holding is in more than one name, all of the securityholders should sign.

Power of Attorney: If you have not already lodged the Power of Attorney with the registry, please attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: Where the company has a Sole Director who is also the Sole Company Secretary, this form must be signed by that person. If the company (pursuant to section 204A of the Corporations Act 2001) does not have a Company Secretary, a Sole Director can also sign alone. Otherwise this form must be signed by a Director jointly with either another Director or a Company Secretary. Please sign in the appropriate place to indicate the office held. Delete titles as applicable.

PARTICIPATING IN THE MEETING

Corporate Representative
If a representative of a corporate securityholder or proxy is to participate in the meeting you will need to provide the appropriate "Appointment of Corporate Representative". A form may be obtained from Computershare or online at www.investorcentre.com/au and select "Printable Forms".

Lodge your Proxy Form:

Online:

Lodge your vote online at www.investorvote.com.au using your secure access information or use your mobile device to scan the personalised QR code.

Your secure access information is

Control Number: 188963

SRN/HIN:

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

By Mail:

Computershare Investor Services Pty Limited
GPO Box 242
Melbourne VIC 3001
Australia

By Fax:

1800 783 447 within Australia or
+61 3 9473 2555 outside Australia

PLEASE NOTE: For security reasons it is important that you keep your SRN/HIN confidential.

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

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☐ **Change of address.** If incorrect, mark this box and make the correction in the space to the left. Securityholders sponsored by a broker (reference number commences with '**X**') should advise your broker of any changes.

Proxy Form

Please mark ☒ to indicate your directions

Step 1 Appoint a Proxy to Vote on Your Behalf

I/We being a member/s of McMillan Shakespeare Limited hereby appoint

☐ **the Chair of the Meeting** **OR** _____

PLEASE NOTE: Leave this box blank if you have selected the Chair of the Meeting. Do not insert your own name(s).

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chair of the Meeting, as my/our proxy to act generally at the meeting on my/our behalf and to vote in accordance with the following directions (or if no directions have been given, and to the extent permitted by law, as the proxy sees fit) at the Annual General Meeting of McMillan Shakespeare Limited to be held at the Ella Room, Level 1, 360 Elizabeth Street, Melbourne, VIC 3000 and as a virtual meeting on Friday, 23 October 2026 at 10:00am (AEDT) and at any adjournment or postponement of that meeting.

Chair authorised to exercise undirected proxies on remuneration related resolutions: Where I/we have appointed the Chair of the Meeting as my/our proxy (or the Chair becomes my/our proxy by default), I/we expressly authorise the Chair to exercise my/our proxy on Items 2, 5 and 6 (except where I/we have indicated a different voting intention in step 2) even though Items 2, 5 and 6 are connected directly or indirectly with the remuneration of a member of key management personnel, which includes the Chair.

Important Note: If the Chair of the Meeting is (or becomes) your proxy you can direct the Chair to vote for or against or abstain from voting on Items 2, 5 and 6 by marking the appropriate box in step 2.

Step 2 Items of Business

PLEASE NOTE: If you mark the **Abstain** box for an item, you are directing your proxy not to vote on your behalf on a show of hands or a poll and your votes will not be counted in computing the required majority.

		For	Against	Abstain
Item 2	Adoption of Remuneration Report	☐	☐	☐
Item 3	Election of Andrew Moore as a Director	☐	☐	☐
Item 4	Re-election of Kathryn Parsons as a Director	☐	☐	☐
Item 5	Issue of Performance Rights to CEO and Managing Director	☐	☐	☐
Item 6	Issue of Share Rights to CEO and Managing Director	☐	☐	☐

The Chair of the Meeting intends to vote undirected proxies in favour of each item of business. In exceptional circumstances, the Chair of the Meeting may change his/her voting intention on any resolution, in which case an ASX announcement will be made.

Step 3 Signature of Securityholder(s)

This section must be completed.

Individual or Securityholder 1	Securityholder 2	Securityholder 3	
			/ /
Sole Director & Sole Company Secretary	Director	Director/Company Secretary	Date

Update your communication details *(Optional)*

By providing your email address, you consent to receive future Notice of Meeting & Proxy communications electronically

Mobile Number	Email Address

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SAMPLE ONLY

McMillanShakespeareGroup

McMillan Shakespeare Limited
ABN 74 107 233 983

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SHAREHOLDER QUESTION FORM

YOU MAY SUBMIT QUESTIONS TO THE AGM BEFORE THE MEETING DATE

Your questions regarding the Company that are relevant to the Annual General Meeting are important to us. We invite you to use this form to submit any questions that you may have on the:

- financial statements or the business, operations or management of the Company;
- conduct of the audit;
- preparation and content of the audit report;
- accounting policies adopted by the Company for the preparation of the financial statements;
- independence of the Auditor in relation to the conduct of the audit; or
- other agenda items.

You may return this form by emailing it to investorrelations@mmsg.com.au or by post marking it to the attention of the Company Secretary, Locked Bag 18 Collins Street East, Melbourne, Vic, 8003.
All questions must be received by 5.00pm (Melbourne time) on Friday, 16 October 2026. We will attempt to respond to as many of the frequently asked questions as possible at the AGM.

The Chair will also permit the Auditor to answer written questions submitted to the Auditor.

Shareholder's name

Shareholder's address

Shareholder's email address

Shareholder Reference Number or Holder Identification Number

Please tick the relevant box: My question/s is/are for the ☐ Chair ☐ Auditor ☐ CEO

Question

McMillan Shakespeare Limited collects this information in order to confirm that you are a Shareholder. The information is also provided to Computershare Investor Services Pty Ltd which holds McMillan Shakespeare Limited's share registry. If you do not provide the information we will be unable to submit your question to the Chair, Auditor or CEO.